

PROJECT BUSINESS PLAN

**GUIDANCE ON DEVELOPING YOUR BUSINESS
PLAN**

Version 3: 27 April 2016

Special EU Programmes Body

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PREPARING YOUR BUSINESS PLAN FOR STAGE TWO

Why Do We Need a Business Plan?

When assessing a project application SEUPB needs to undertake an evaluation of:

- The merits of the project proposal against the funding criteria;
- Financial aspects of the proposed project, in relation to the costs of delivering the project, the long-term financial requirements of the project and the capacity of the partners to sustain it;
- How the project partners propose to deliver the project;
- Whether these proposals represent value for money;
- Whether the partners have the capacity, skills and experience to manage and deliver the scale and nature of the project proposed.

By offering your project application a Stage One approval we have accepted that the core concept of your project is an appropriate fit with the funding programme.

However the funding is competitive and we need to ensure:

- The funding offered is the minimum necessary to deliver the project outputs identified;
- The project partners have the technical skills, organizational capacity, governance arrangements and financial capacity to deliver and sustain the project;
- There is a robust project plan in place to ensure the project is delivered within the budget and time available;
- The project meets all EU requirements in respect to revenue generation (Article 61 of Regulation (EU) No. 1303/2013 [CPR]) and State Aid.

In order to inform the assessment process we need access to this information in the form of a business plan, which will be used to inform the Steering Committee in their consideration of your project.

Applicants must provide sufficient information to allow the Steering Committee to understand the nature, extent and implementation plan for the project. There will not be time to develop

your application during the assessment process and therefore your application should be a complete set of proposals that allow the Steering Committee to form a final decision on an award of funding. Please note: All words appearing within a section of your application form will count towards the word limit. This will include words within tables and graphics in that section.

The Business Plan should also be a core document for all of the project partners. The funding on offer through SEUPB is time limited project funding and will not be available for the long-term sustainability of activities. It is therefore essential that all of the project partners understand the extent of the financial and organisational liabilities that they are accepting when they commence a funded project.

You should be aware that when you receive funding you will be subject to the Programme Rules for the funding Programme and in particular you should review the rules on revenue generation, state aid, document retention and the required longevity of the project post funding.

PROJECT BUSINESS PLAN CONTENTS

To allow for a full assessment of your project you should ensure that your business plan adequately addresses each of the elements listed below. Please adhere to the word limits identified.

Executive Summary

Maximum: 750 words

The executive summary is a synopsis of the Business Plan and therefore should include a summary paragraph on each section of the Business Plan.

Section 1 The Proposed Project

Maximum: 2,000 words

Use this section to explain what your project aims to achieve. The objectives of your project should be specific, measurable, achievable, relevant and time-dependent (SMART) targets.

You must provide in summary:

- A description of the main elements of your project and how these relate to each other e.g. the capital works and/or activities that your project will deliver;
- Identify the main partners and what they will deliver;
- Demonstrate soundness of concept and quality of actions, particularly where new and innovative solutions are being tested/piloted. For example demonstrate, where applicable, how the project will promote scientific and/or technological excellence.

You must clearly identify the following:

- **Result:** What Programme specific result your project will achieve. What is the ultimate change to society that the project intends to achieve? *For example: improvements in health or education, improvements within your field of research, provision of additional shared cross community space etc*
- **Outputs:** What are the outputs of the planned activities? These outputs should be directly aligned to the Programme and theme specific output indicator and be

quantified. *For example: numbers of patients treated, numbers of individuals obtaining a qualification.*

- **Targets** are needed to measure progress towards producing outputs, delivering results, and meeting objectives during the life of the project. *For example: the number of training places filled by a certain date*
- For Cross Border projects please describe the benefits and advantages of a cross-border approach for the project and its objectives. What added value will it bring? Describe how the project will apply principles of joint development, implementation, financing and staffing.

Please note Cross Border project development and implementation are essential requirements of the INTERREG VA Programme. In addition projects must demonstrate either joint staffing or joint financing or both.

Cross border and cross community co-operation are also actively sought within the PEACE Programme. For cross community projects please describe the benefits and advantages of the cross-community approach for the project and its objectives. What added value will it bring?

- You should identify any important constraints upon the project and these should be explained. These may be technical, legal, financial or political in nature, or they may have to do with timing or location.

Section 2 Strategic and Policy Content

Maximum: 750 words

This section should be brief and in a concise manner demonstrate how, and to what extent, the proposal contributes to key regional policies. The policy context has been established in the Co-operation Programme, which in turn has been agreed by the relevant jurisdictions. Therefore this section need only make brief reference to the wider policy environment; for example:

- What regional or local strategies/priorities does the project address?

- How does the proposed project fit with other local, regional or national projects or initiatives? Please describe any connections/linkages proposed with other initiatives.

Use this section to demonstrate that your project will not result in substantial duplication or displacement of existing provision. We want to ensure that the INTERREG VA or PEACE IV Programmes are the most appropriate sources of funding for your project.

Section 3 Need and Demand

Maximum: 1,250 words

Use this section to describe and quantify the specific need for your project.

During the negotiation process for obtaining approval of the INTERREG VA and PEACE IV Programmes SEUPB has established need and demand and this is reflected in the results and outputs of each theme. We therefore want your Business Plan to focus on highlighting the need and demand for the specific results and outputs you are proposing within your project and how those fit with the results sought in the Thematic area in which you are applying.

Essentially we want you to provide the evidence that your project is actively sought by potential recipients/beneficiaries and that its scale is appropriate to the likely level of demand for its services. This is an essential component to your Business Plan and will establish the core rationale for funding. It will also provide your project partners with the assurance that your project is deliverable and will meet its objectives.

You should consider the following points:

- A description of the current market for the outcomes of the project. For example
 - the needs/opportunities that the project seeks to address
 - state clearly who is most affected by the problem being addressed by the project
 - identify the drivers or underlying causes of this problem.
 - describe the beneficiaries/potential recipients of the work of the project e.g. if you are proposing training activities what are the demographics (age, employment, educational attainment etc.) of potential recipients within the area in which the project will operate?

- What evidence is there that those potential recipients want the type of training/services/infrastructure you want to offer? How you have consulted with people? Please provide evidence or demonstrate this through provision of primary research e.g. questionnaires, intention of use surveys and/or reference to up to date statistics/desk research/consultation.
- Tell us if the project is building upon any previous project(s).
- Are there any other complementary or competing provision? Describe how your project complements and adds value to similar ongoing or proposed work in the region and beyond. What is the competition for your proposed project? Please note that there is almost always some form of competition to new services and facilities. It is important that you consider this issue fully because SEUPB will need to form a view on potential duplication or displacement which could occur as a result of project funding.
- What is unique or special about what you propose to offer compared to other potential market competitors? What is the market trend within your market?
- What does your market research indicate in relation to the costs and pricing policy proposed within your project?
- Have you consulted with other organisations who have either applied to or received funding from other EU Programmes and have you considered how you could co-ordinate and share information?

Section 4 Project Options Considered and Preferred Option

Maximum: 1,000 words

There are many ways in which overall objectives can be delivered. We would like to understand what options you considered for the delivery of your project results and outputs and why they were discounted in favour of the project you have proposed in your application.

You should outline, in brief, the options that you had considered during the course of developing your project – i.e. a number of different variations on the project.

Examples of strategic and operational options include:

- Project scale;
- Varying the timetable for delivery;
- Changing the location or area for delivery e.g. action at a regional, national, or international level (e.g. European wide);

- Varying quality targets;
- Sharing facilities, partnership arrangements, or contracting options with other organisations e.g. engaging the voluntary, community or private sectors;
- Organisational changes and improvements to existing services or facilities
- Options to rent, build or purchase;
- Refurbishing existing facilities or leasing and buying new ones;
- Technology change.

You should explain why you selected your preferred option, based on monetary and/or non-monetary factors

Section 5 Budget and Financial Projections

Maximum: 1,250 words

SEUPB is obligated to offer the minimum amount of financial assistance necessary to enable a project to proceed and deliver its proposed outcomes. We therefore need to understand the costs of your project, any revenue projections during its lifetime (both during and post funding) and the cash flow requirements which may be needed during its delivery.

Please note all INTERREG funded projects will be offered finance in Euros. Single jurisdiction PEACE projects may apply in Pounds Sterling. Budget breakdowns should reflect these currency rules.

You therefore need to provide:

- A detailed budget breakdown and income statement;
- Project cash flow statement for project implementation;
- Assumptions which underpin this information;
- Details on Match Funding (if relevant).

You should explain the basis of each item of income and expenditure.

Template expenditure and income tables and cash flow tables are included in Annex 5.

Income:

Please ensure that when you consider income you consider:

- Other grants or donations towards your project. Please identify whether this funding is secured and if unsecured when you expect a decision by the funding body;
- Income generated from charges for goods/services supplied by your project;
- Ensure that the income quoted is gross income (receipts received prior to the deduction of expenses).

Expenditure:

This section should break down the capital, revenue and overhead costs for delivering your project. Please note that the costs you present will form the basis for the decision on funding award which may be offered by SEUPB and therefore these costs should be based as far as possible from current market values for the corresponding work. You should also consider the potential for inflation during the lifespan of the project.

Guidance on cost eligibility is contained within the “Programme Rules” document.

The cost categories are as follows:

1. Staff Costs;
2. Office and Administrative Costs (Overheads);
3. External Expertise and Services Costs;
4. Travel and Accommodation Costs;
5. Equipment and Investment Costs;
6. Investment Costs¹ (Capital).

For Capital Projects, you should also identify a specified contingency sum (optimism bias allowance) to cover the risk of unforeseen circumstances. This should be applied as a percentage of the total project costs and should reflect the risks identified which may impact on your project. Please note the contingency (optimism bias) will be treated as a ring fenced amount which you will need SEUPB approval to utilise. Allocation of contingency sums will only be considered for genuinely unforeseen cost increases at tender award stage, or unforeseeable circumstances during contract delivery. Contingency is not available for changes/increases to the scope of an approved project.

Please provide:

¹ Article 3 of Regulation (EU) No. 1301/2013 [ERDF]

1. Further details of the overall annualised budget for your project (income and expenditure forecast annex V);
2. A breakdown of all partner budgets, also annualised, per budget line;
3. A cash forecast indicating how you anticipate the funding sought will be drawn down over the lifespan of the project. When considering this forecast you should take into account the amount of time required for procurement and recruitment tasks;
4. A breakdown of appropriate ratios, e.g. total public assistance to total project cost, cost per job, etc.

Note: It is expected that the budget submitted at Stage Two will not differ significantly from that outlined in the Stage One application form. You should use Question D1 – D9 of the Stage One application form as the basis for this Section of the Business Plan.

Please provide clarity on:

- Any budget changes that have come about as part of the development of the project between Stage One and Stage Two and justify why these are necessary.
- Confirm the staffing requirements and costs.
- Where unit costs have been proposed, provide full details of the costing methodology you have used to arrive at any given unit cost. For example how have you assessed the current market rate for the type of work proposed, how have the unit costs been constructed (which cost elements are included in each) and detail any attrition/contingency assumptions which have been used within the cost element.

Revenue:

Is your project “net revenue generating”? If you anticipate that the project will be generating net revenue² (either during the implementation of the project or upon its completion), then the amount of funding you request should be reduced in advance, taking into account the potential of the project to generate net revenue over the given reference period.

² ‘Net revenue’ means cash in-flows directly paid by users for the goods or services provided by the project, such as charges borne directly by users for the use of infrastructure. Operating costs savings generated by the project shall be treated as net revenue unless they are offset by an equal reduction in operating subsidies.

The reference periods applicable to these programmes – which covers both the period of implementation of the project and the period after its completion³ - are as follows:

Sector	Reference period (years)
Energy	15-25
Research and Innovation	15-25
Business infrastructure	10-15
Other sectors	10-15

Cost simplification methods

If unit costs are mandatory in the call or if you wish to propose the use of unit costs, please describe the proposal, methodology, calculation method and evidence base to support the costs presented. Further guidance on unit costs are contained within the Programme Rules and Commission Guidance EGESIF_14-0017 – GUIDANCE ON SIMPLIFIED COST OPTIONS (SCOs) – EUROPEAN STRUCTURAL AND INVESTMENT (ESI) FUNDS

Expenditure outside the eligible area

Should your project contain any expenditure outside the eligible area, a clear, strong and robust rationale must be provided.

The Funding Package

Details of the funding package should be provided, including;

- The level of EU financial support required and how/why this amount is the minimum necessary to deliver the proposed project and the results and outputs identified.
- Co Financing in kind by source /type and its link to operation costs
- Sources and timing for the introduction of co-financing

Section 6 RISK Analysis (Risks, Uncertainty & Constraints)

Maximum: 1,000 words

Use this section to explain what might impact on the projects ability to deliver the outputs or achieve its full impact.

³ Article 61 of Regulation (EU) No. 1303/2013 [CPR].

Project promoters tend to be very optimistic about the delivery of their project concept and the extent of resources (financial, personnel, time and equipment) which will be required to ensure delivery of its aims and objectives.

Please outline the risks associated with your project and how you and your project partners will address them. These risks could be:

- technical
- financial (including exchange rate risk)
- organisational
- economic
- social
- management
- legal
- timing or
- environmental.

Explain how you will manage the risk identified.

Section 7 Horizontal Themes – Sustainable Development and Equality

Maximum: 1,250 words

Please indicate the impact of your project on the Horizontal Principles of the programme – neutral or positive - and justify the choice⁴. In addition, please provide the following in relation to each horizontal theme:

Sustainable Development:

- All funded projects must align and comply with the Sustainable Development Strategy, adopted by the European Council in June 2006; as well as the respective national Sustainable Development Strategy within each jurisdiction⁵.

⁴ Projects must comply with Directive 85/337/EEC as amended by 97/11/EEC, which requires a statement of environmental impact. For further details go to <http://ec.europa.eu/environment/eia/eia-legalcontext.htm>

⁵ The UK Sustainable Development Strategy can be accessed at: <https://www.gov.uk/government/publications/securing-the-future-delivering-uk-sustainable-development-strategy>, information about Ireland's policy can be accessed via: <http://www.environ.ie/en/Environment/SustainableDevelopment/> and the Northern Ireland Strategy can be accessed at <http://www.doeni.gov.uk/niea/northern-ireland-sustainable-development-strategy.pdf>

- Illustrate how you will promote sustainable development in terms of the integration of environmental, economic and social issues;
- Show how the principle of sustainable development has been incorporated into the design of your project and is embedded into the monitoring of the project;
- Where appropriate, demonstrate that you have undertaken an environmental impact assessment and include its results;
- In the case of any capital/construction projects, have environmental standards been incorporated into the design of the proposed projects? Such standards may include the Building Regulations Code incorporating measures for sustainable design such as: energy/CO2; water; materials; surface water runoff (flooding and flood prevention); waste; pollution; health and well-being; management; ecology.

Equality:

- Show how your project will mainstream the principle of equality for example:
 - What is the likely impact on equality of opportunity for those affected by the proposed project?
 - Are there opportunities to better promote equality of opportunity as a result of the proposed project?
 - To what extent is the project likely to impact on good relations between people of a different religious belief, political opinion or racial group?
 - Are there opportunities to better promote good relations between people of a different religious belief, political opinion or racial group as a result of the proposed project?
- Show that there has been meaningful consultation with key target groups in drawing together the project.

Section 8 Management Arrangements (Project Delivery, Resourcing & Governance)

Maximum: 2,000 words

You should be aware that projects will be funded and reimbursed based on delivery of outputs and therefore it is critical that you have a robust, credible and realistic delivery plan.

You should outline;

Delivery plan

- Details of various actions required to operationalise your project, and the timing of these actions.
- For projects involving more than one partner clearly specify the responsibilities of each partner for different actions or groups of actions.
- Identify key milestones associated with implementation and corresponding dates.
- Detail how activities will be undertaken to ensure the project is delivered as a coherent whole
- For projects with a large procurement element, detail a procurement plan with responsibilities and time scales.
- Summarise your delivery plan in a GANTT chart, or similar tool, outlining your project schedule against the key project elements and activities.

Governance

- Detail the project management structure and governance arrangements for the delivery of the project.
- A description of the structure, aims and activities of your organisation and its legal status.
- How long the organisation has been in existence.
- Names and description of any other organisations which will be project partners for the delivery of this project including their structure, aims and objectives and legal status
- Description of the proposed governance and management structure for this project and how this proposed structure fits within the management structure of the project partners.
- Will any aspect of the project be in foreign ownership?
- If elements of the project are to be delivered by the partnership explain why this is the case and why you believe this should not be done through a public procurement exercise. In the event of a non-public sector body being part of the partnership, the SEUPB, in testing value for money, will consider if it is appropriate for the private sector partner to deliver any project elements and will make a judgment on where procurement rules apply.
- Tell us about the partnership's track record (if applicable) in the management of multi-partnered EU funded projects.
- Why is the proposed partnership the best possible for the delivery of the project?

- How will the proposed partnership ensure that the project has the best chance of being delivered in full and within the proposed timeframe? Tell us about the combined experience, ability and expertise of the partners to deliver in this field.
- Provide evidence that quality management arrangements are in place regarding timelines, organisation, tasks and responsibilities. These must be well defined and realistic

Staffing

- Who will deliver the individual project elements and how will this be effected e.g. will additional staff be required, will external services or works be procured, will volunteers be utilised etc.
- If additional staff are proposed provide job descriptions and proposed salary grades for the additional posts
- Give details of proposed personnel including Senior Responsible Officer
- For existing staff please detail how they will be skill matched to the needs of this project and their existing posts will be back filled or ended.
- How will staff be managed including performance?
- If consultants/external service providers are proposed provide a brief for the appointment of these service providers.
- Accommodation needs, etc. for the project and how these will be procured/appointed.

Capital build

- If yours is a capital build project, make sure you provide full and relevant supplementary information: research reports, technical plans, drawings, floor plans, etc. (See Annex 2).
- Provide detail on the stage/status of any necessary statutory approvals, land owner agreements needed to allow for the project to deliver its outcomes in the timeframe outlined.

WORK PLANS (MINI –PROJECT PLANS)

Applicants are required to include work plan(s) as part of the Stage Two Business Plan. You may include up to up seven work plans that will capture all of the deliverables of your project. This will show how your project activities are structured and it will provide the basis against which the SEUPB will monitor the progress of your project if funded. A mobilization work

plan should be provided detailing the key milestones during project start up, e.g. Establishing Partnership, Staff recruitment, Governance Arrangements, etc. An example for how you may wish to include this information is included in Annex 4.

As previously stated your project will be monitored and costs reimbursed based on the progress made towards achieving your aims and objectives. It is therefore essential that you have a robust plan for the delivery of each of your project elements and understand what activities and resources will be needed to deliver these within the time and budget available.

We require you to prepare an overview activity plan and subsequent work plans (mini-project plan) for each of the key elements (see annex 3 and 4).

Applicants may complete up to seven work plans which will encompass the entire project, but they may submit fewer work plans depending upon the nature of the project.

Work plans for *Project Mobilization/Management* and for *Communications Activities* are obligatory. Thereafter, applicants may complete up to five further work plans to cover the activities of the project that will result in the achievement of the outputs.

Section 9 Communications (and Marketing) Plan

Maximum: 1,500 words

A communications plan is a basic eligibility criterion for each project and must be included. It must be well costed in relation to the overall project. In line with the Communications Plan template on the SEUPB website <http://is.qd/LU8t4G> the communications plan should include information on:

- WHO? - the target groups to whom you want to convey your messages and the person(s) responsible within the partnership for implementing the information and publicity activity.
- WHY? - the aims of the different project activities and the final results required.
- WHAT? - the strategy and content of the information and publicity activity you intend to undertake.
- HOW? – how you will communicate your messages to the different project stakeholders such as potential participants in the project, those whom the project will impact upon, and the general public.

- WHEN? - an indicative timeframe for the different activities. Being proactive and starting early with your communications plan will be a great help.
- EVALUATION - an indication of how you will evaluate the information and publicity activities and the visibility and awareness you have created of the project and the EU funding it attracted.
- TIMELINE - an indication of the time needed to implement the communications plan.
- BUDGET – an indication of financial resources needed to implement the communications plan.

Outline how you intend to market your project (if relevant for the type of project proposed) and provide a market assessment and marketing plan as appropriate.

Section 10 Monitoring and Evaluation Plan

Maximum: 1,250 words

You will need to monitor the performance of your project during its lifespan. You should provide a Benefits Realisation Plan which will identify the results and outputs expected from your project and appropriate milestones/delivery targets to assist you in tracking project implementation. These output targets will form the basis for our grant award and as such will be detailed within your letter of offer. The delivery of these results and outputs will subsequently be linked to the reimbursement of your costs against claims for eligible expenditure.

Please provide:

- A breakdown of the results and outputs envisaged/proposed for your project
- Details on how these results and outputs will be attributed to each project partner
- How you intend to monitor and evaluate the progress of the project during its delivery against these results and outputs e.g.
 - what baseline information will be required
 - how will baseline information be collected
 - what monitoring techniques will be employed during project delivery
 - how will data be collected
 - how often will data be collected
 - who will analyse the data collected

- how will this be used to inform project delivery
- how will the information be incorporated into the project governance arrangements?

Please ensure you indicate factors to be evaluated, when, how and by whom.

- How will the project results and their impact be evaluated at project completion prior to final payment on the project. Every project is required to undertake a post project evaluation. You should detail how it is proposed to deliver this evaluation and any other evidence base which will be utilised to substantiate whether the project has delivered the impact outlined within the project proposals.

Section 11 Exit Strategy

Maximum: 750 words

The programme finance available under the PEACE IV and INTERREG VA programmes is project specific finance and cannot offer long term financial support for initiatives or organisations. It is therefore critical that you have an identified exit strategy for the project at the end of the funding award. This may take the form of revenue generated from assets created, other sources of finance or the closure of the project and legacy that it leaves behind. It should be noted that all projects develop a degree of expectation and engagement with their beneficiaries and these expectations need to be managed at project completion.

Please confirm your exit strategy for this project:

- Provide evidence of the durability of the outputs and results of the project – (i.e. the long-lasting effect of the achievements beyond the duration of the project).
- Outline the strategy proposed to secure the long-term impact of the project - (e.g. mainstreaming/sustaining the project/rolling out of results).
- Describe how you will maintain (if appropriate) the project without European funding or manage the expectations of your recipients/participants in the case of scaling back or completing the project.

Annex 1 Checklist of Information to be Submitted with Your Business Plan

Required Annexes to the Business Plan	Description	Included (Y/N/Not applicable)
Constitution	Signed Copy	
Organisational Chart	Two versions – one for the Lead Partner and one for the project management structure.	
Staffing Plan including Job Descriptions	Staffing Structure and for every position, full-time and part-time, covered under the salaries budget line.	
Tax Clearance / VAT information	Copy of a Tax Clearance Certificate in Ireland or of a VAT Registration Certificate for UK	
Draft Partnership agreement	Proposed agreement between lead and sub-partners	
Annual Accounts	Last Two Years	
Financial Forecast of Expenditure & Income including an overall annualised budget and each partners budget.	Annualised with all assumptions Match Funding Statement	
Cash Flow Statement and detailed NPC/NPV calculations (if available)	Funding draw down over lifetime of project	
Cost Simplification Plan	As per funding call and Programme Guidance	
Workplans	Up to seven work plans that will capture all of the deliverables of your project including a mobilization Plan.	

Communication Plan	As per Communications Plan template.	
Banking arrangements	Details of separate project account or dedicated cost centre.	
Insurance Cover	Adequate levels of indemnity is in place	
Financial Procedures	A detailed description of the financial arrangement and procedures in place	
Monitoring & Evaluation Plan (to include a Benefits Realisation Plan)	Identify appropriate milestones and delivery targets to assist you in tracking implementation	
Signed Declaration	By Director/CEO or equivalent.	

Annex 2: Checklist for Capital Projects Applying to the INTERREG VA and PEACE IV Programmes

In addition to the standard application form and accompanying documentation, the following list outlines the supporting documentation required for Capital Proposals.

Requirement	Description	Included (Y/N)
Description of Proposed Building Works	A detailed description of the capital project is required including the scale of the works proposed. This should link into/form part of the project plan provided in the application form/Business Plan.	
Security of Tenure	Evidence of security of tenure is required for the building/land which is to be developed (either freehold or leasehold ownership is acceptable).	
Planning Consent	At the time of application full planning may not be approved but the applicant may be able to provide outline planning permission or should provide information as to the stage they are at in the planning process.	
Landlord Approval	If the property for which funding has been requested is leasehold, landlord consent must be obtained and proof of an adequate length of lease should be provided.	
Statutory Obligations	Evidence that statutory obligations have been/will be met is required – i.e. disability regulations; building regulations; building control; health and safety regulations; and environmental regulations.	
Site Investigations	If relevant, and site investigations have been undertaken prior to making the application, please outline any findings.	
Environmental Impact Assessment (EIA)	The potential environmental impact of the project, negative or otherwise, should be assessed. Applicants	

	should follow the EIA Directive (Directive 85/337/EEC ⁶ , as amended).	
Sustainability Proofing	The applicant should demonstrate that they have incorporated basic environmental standards ⁷ into the design of project proposal. The project should show that it is clearly focused and consistent with other nature conservation and environmental strategies ⁸ . Where possible, energy conservation measures should be incorporated into any capital development.	

⁶ <http://ec.europa.eu/environment/eia/eia-legalcontext.htm>

⁷ The NIEA provide information on environmental legislation and service standards. You can access this at <http://www.doeni.gov.uk/niea/legislation-and-service.pdf>

⁸ For example, the Habitats Directive: Council Directive 92/43/EEC on the Conservation of natural habitats and of wild fauna and flora. The Habitats Directive can be accessed at: http://ec.europa.eu/environment/nature/legislation/habitatsdirective/index_en.htm

Design Information	This should include: site plans; floor plans; architects' drawings and elevations.	
Professionals' Quotes	The budget should be supported with appropriate quotes from builders, sub-contractors, architects and other professionals. If the application is successful these will need to be publicly procured.	
Procurement	Public procurement procedures will apply to all third party work to be undertaken. If elements have been undertaken prior to making the application either these should have been properly procured, or paid for from another funding source.	
Full Budget	A detailed budget should be provided. This may be supported by detailed costing from a Quantity Surveyor.	
Insurance	Evidence to be provided that an adequate level of indemnities is in place.	
Match Funding	Evidence to be provided that the full funding package is in place and the source(s) of that matching funding.	
Operational Cash Flow	The ongoing operational costs are a major consideration for some capital proposals. Once in place, there are often considerable costs associated with the running, maintenance and upkeep of capital projects. A cashflow will show that you have considered the ongoing project costs and have identified how these costs are to be met.	
Timelines	The proposed start date and completion date should be provided. This may be presented in the form of a Gantt Chart. ⁹	

⁹ A Gantt chart is a commonly used type of bar chart that illustrates a project schedule. It shows the start and finish dates of the project and the timeframe for the main elements of work.

Annex 3: Overview Activity Plan

Activity (What is proposed)	Beneficiaries (Who/what will benefit)	Outcome (results of the activity)	Resources	Cost (€ allocation within project budget)	Timetable for delivery (start and end dates within project timetable)	Targets and measures of success	Monitoring and method of evaluation (how will success/delivery be measured)
Maximum: 500 words	Maximum: 500 words	Maximum: 500 words	Maximum: 500 words	Maximum: 500 words	Maximum: 500 words	Maximum: 500 words	Maximum: 500 words

Annex 4: Work Plan Templates

Structure of work plans

- Work Plan 1 - Project Management: This work plan should consist of all tasks associated with the Lead Partner's co-ordination of the overall project administration. Some of the common tasks are: internal communications; drafting of the progress reports and final reports; organising claims; managing all reporting to the SEUPB.
- Work Plan 2 - Communications: This work plan consists of all tasks associated with the project's external communications activities, dissemination tools, and associated communications deliverables. Some of the common tasks associated with project communications may include: public events; promotional materials; and publications.
- Work Plans 3-7: These work plans relate to the key activities you will implement in the course of your project (e.g. focused training, study trips, personal development courses, classes, open days, training, drop-in services, research papers, trials, development of new technologies, construction). Applicants are required to make the connection between the list of activities detailed in each work plan and the project's outputs.
- You may complete up to seven work plans but you may present fewer depending upon the nature of your project.
- Clearly illustrate the start and end date for each of the activities.

Work Plan Templates

No.	Work Plan Title	Start Date	End date	Estimated % of total project budget allocated.
1	Project Mobilisation/Management			
Partners' Involvement				
Responsible partner				
Involved partners				
<p><i>Describe how the project will be managed. Include information on:</i></p> <ul style="list-style-type: none"> - <i>Structure, responsibilities, and procedures for the day-to-day management and co-ordination;</i> - <i>Communication within the partnership;</i> - <i>Detail on the appropriate phases for preparation, implementation, reporting monitoring, evaluation, follow-up and dissemination of the project;</i> - <i>Risk and quality management (what are the key risks which could impact on the delivery of this element/activity and how will the risk be managed/mitigated)</i> 				
<i>Enter text description</i>				
Please describe activities within work plan 1.				
Activity 1.1	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)	
	<i>Activity description</i>			
Activity 1.2	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)	
	<i>Activity description</i>			

Activity 1.3	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)
	Activity description		
Activity 1.4	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)
	<i>Activity description</i>		
Activity 1.5	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)
	<i>Activity description</i>		

No.	Work Plan Title	Start date	End date	Estimated % of total project budget allocated.
2	Communications Activities			
Partners' Involvement				
Responsible partner				
Involved partners				
<p><i>Describe the communications activities of the project. Include information on:</i></p> <ul style="list-style-type: none"> - <i>Structure, responsibilities and procedures for external communications;</i> - <i>Adherence to EU and mandatory programme publicity requirements;</i> - <i>Responsibility and plans for quality communication tools;</i> - <i>Communications methodology;</i> - <i>Risks associated with communications activities and how they will be addressed.</i> 				

Enter text description

Please describe activities and deliverables within work plan 2.

Activity 2.1	Activity title	Start month (MM.YYYY)	End month (MM.YYYY)
	<i>Activity description</i>		
Activity 2.2	Activity title	Start month (MM.YYYY)	End month (MM.YYYY)
	<i>Activity description</i>		
Activity 2.3	Activity title	Start month (MM.YYYY)	End month (MM.YYYY)
	<i>Activity description</i>		
Activity 2.4	Activity title	Start month (MM.YYYY)	End month (MM.YYYY)
	<i>Activity description</i>		
Activity 2.5	Activity title	Start month (MM.YYYY)	End month (MM.YYYY)
	<i>Activity description</i>		

WP No.	WP title	WP start month	WP end month	Estimated % of total project budget allocated to WP
Partners' Involvement				
WP responsible partner				
Involved partners				
<p>Summary description of the work plan. Specify the Programme result to which it contributes</p> <p><i>Outline key issues, outputs, responsibilities/roles of each partner, risks and risk mitigation approach.</i></p>				
Enter text description				
Outputs				
List which programme outputs this work plan delivers or contributes to. (See Annexes III and VI of this document)				
Please describe activities and deliverables within work plan 3.				
Activity 3.1	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)	
	Activity description			
Activity 3.2	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)	
	Activity description			

Activity 3.3	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)
	Activity description		
Activity 3.4	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)
	<i>Activity description</i>		
Activity 3.5	Activity title	Start month (MM. YYYY)	End month (MM. YYYY)
	<i>Activity description</i>		